



Supervisory SKILLS DEVELOPMENT PROGRAM

Building the Vision

Interviewing and Selection



SACRAMENTO
STATE

Course Objectives

- Identify appropriate questions and practices during the interview process
- Conduct legal and appropriate interviews
- Identify methods to retain staff while also encouraging personal development
- Explain why workforce planning is important to the Department
- Identify the importance of recruiting, selection, and retention in relation to the Department's mission and values



Your Best Interview

You are the “interviewee”
Describe your best interview



Hiring Right

- Getting the right people and retaining them is of the highest importance for CDCR's growth and effectiveness.
- It also affects you directly.

What are the traits of the ideal employee?



A Few Ideal CDCR Employee Traits

- Honest
- Having Integrity
- Respectful of Self and Others
- Knowledgeable
- Good Communication Skills
- Solutions-oriented
- Others?



A Few More Ideal CDCR Employee Traits

- Work Style
 - ❑ Attention to detail
 - ❑ Desire for structure
- Problem Solving
 - ❑ Innovation
 - ❑ Creativity
- Response to Pressure and Stress
 - ❑ High stress tolerance
 - ❑ Self control
- Response to Change
 - ❑ Initiative
 - ❑ Flexibility



Workforce Planning

- WFP is the strategic alignment of HR resources with CDCR's strategic direction.
- It is a specific, methodical process of:
 1. **Analyzing** the current workforce and skills;
 2. **Comparing** current workforce to future needs;
 3. **Identifying** skill gaps; and
 4. **Eliminating** those gaps so CDCR can accomplish its vision, mission, values, goals, and objectives



Workforce Planning Model

1. Set strategic direction
2. Analyze workforce, identify skill gaps, and conduct workforce analysis
3. Develop action plan
4. Implement action plan
5. Monitor, evaluate, & revise



What Does This Have to Do with Me?

As a supervisor, you play an important role by:

- Analyzing skills of existing employees
- Helping to retain effective CDCR employees
- Anticipating changes and supplying reliable information and sound proposals to support them



Being Heard

- Know the organization and your boss's priorities
- Refer to Vision, Mission, Values, and Goals
- Present balanced arguments and accurate facts and figures
- Pick the right time
- Be diplomatic and don't complain if your suggestions meet resistance



Making a Good Case

Things that good managers look for in a proposal:

- What are the **advantages** for the organization/unit if your suggestions are used?
- What disadvantages or **consequences** may impact the existing employees and CDCR as a whole if the proposal is rejected?
- What are the **costs** to implement your proposal?
- **How** will your proposal be implemented?
- Explain your proposal in **detail**



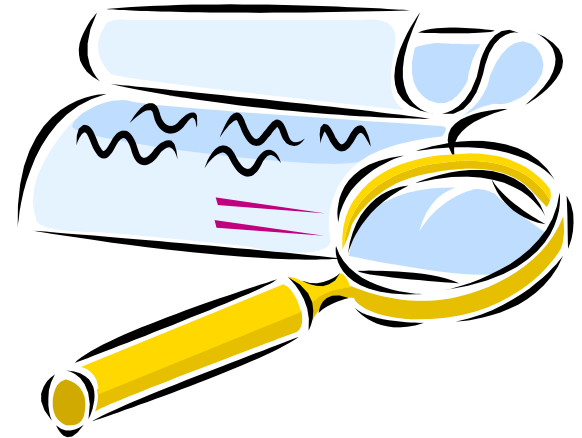
Let's Write a Memo

■ As individuals:

- ❑ Write a memo to your manager to justify staffing for one particular position in your unit
- ❑ Follow the directions on page 8

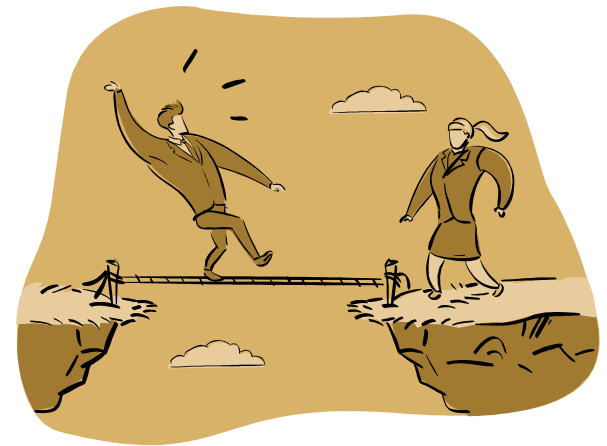
■ As groups:

- ❑ Select two memos to consider
- ❑ Following the directions on page 8, play the part of the writer's manager



Skill Gap Analysis

1. Develop a job profile and identify needed critical and non-critical skills
 - ❑ **Critical Skills:** If they're not there, the job can't be completed satisfactorily
 - ❑ **Non-critical Skills:** Allow the task to be completed sooner, more professionally, more smoothly and/or at less cost
2. Develop an inventory of current skills



Doing a Skill Gap Analysis

- Write the position name at the top of the form. *(Do this with a particular person in mind, but don't write the name.)*
- **1st Column:** Note critical and non-critical skills
- **2nd Column:** Rate the staff member in regard to each skill *(1=low skill, 5=expert)*
- **3rd Column:** Write actions you can take as supervisor to:
 - Help the person improve in low-level skill areas or
 - Take advantage of areas where he/she can mentor others



Environmental Scanning

- Trends
- Issues
- Challenges



Trends

- *Trends* are statements about the general direction of long-term changes
- Examples:
 - Automation of HR processes
 - An increase in parolee population



Issues

- *Issues* typically one-time occurrences that have short-term effects
- Examples:
 - The implementation of recruitment software
 - Because of the increase in parolees there's a shortage of officers/staff



Challenges

- *Challenges* controversies which arise from trends and issues
- Examples:
 - ❑ Staff developing new skills required for software program
 - ❑ Retaining adequate staff to keep up with growth of prison population



Interviewing



Résumé Bloopers: Would You Hire These Folks?

- “Here are my qualifications for you to overlook.”
- ***Reasons for leaving my last job:***
 - ❑ “Responsibility makes me nervous.”
 - ❑ “They insisted that all employees get to work by 8:45 every morning. Couldn't work under those conditions.”
 - ❑ “Was met with a string of broken promises and lies, as well as cockroaches.”
 - ❑ “I was working for my mom until she decided to move.”
 - ❑ “The company made me a scapegoat - just like my three previous employers.”



More Résumé Bloopers

■ ***Job responsibilities:***

- ❑ “While I am open to the initial nature of an assignment, I am decidedly disposed that it be so oriented as to at least partially incorporate the experience enjoyed heretofore and that it be configured so as to ultimately lead to the application of more rarefied facets of financial management as the major sphere of responsibility.”
- ❑ I was proud to win the Gregg Typting Award.

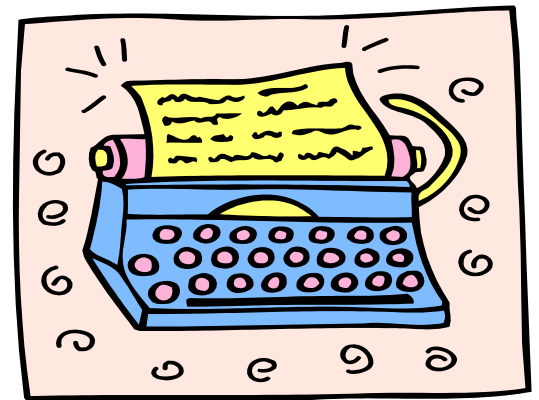
■ ***Special requests and job objectives:***

- ❑ “Please call me after 5:30 because I am self-employed and my employer does not know I am looking for another job.”
- ❑ “My goal is to be a meteorologist. But since I have no training in meteorology, I suppose I should try stock brokerage.”
- ❑ “I procrastinate - especially when the task is unpleasant.”



Résumé Bloopers: Just a Few Minor Typos

- Education: College, August 1880-May 1984
- Work Experience: Dealing with customers' conflicts that arouse
- Develop and recommend an annual operating expense fudget
- I'm a rabid typist
- Instrumental in ruining entire operation for a Midwest chain operation



Types of Interviews

■ **Non-directive**

- ❑ In responding to questions, the interviewee discuss him/herself.
- ❑ The response to one question indicates interviewer's next question
- ❑ Difficult to measure job-relatedness to questions and be consistent

■ **Stress**

- ❑ The interviewer stresses the applicant by assuming aggressive posture
- ❑ Designed to identify people who can't handle on-the-job stress.

■ **Structured**

- ❑ The interviewer plans and develops an outline for the interview
- ❑ Allows for consistency among interviewees

■ **Semi-structured**

- ❑ Gives interviewer flexibility to omit irrelevant questions
- ❑ The most advantageous approach



Interviewing – The Process

- ***Opening*** – Design the interview to build rapport
- ***Gathering Information*** – Set the stage to get to the core
- ***Giving Information*** - Sell to the candidate and allow yourself to be sold
- ***Closing*** - Wrap up on positive note
- ***After the Interview*** – Edit and flesh out your notes



A Contest

- Take five minutes to come up with how your group will present your assigned interview step
- You will have two minutes to present
- The prize will go to the group that has the most imaginative presentation



Not to Be Too Cynical, but...

It's not a good idea to **assume** that an applicant is lying during an interview, but it's important to know that it **does** happen:

- ❑ 10,000,000+ taxpayers -lie on their tax forms according to the IRS.
- ❑ 6,640,000 job applicants based on "80% of all resumes are misleading".
- ❑ 489,530 attorneys, they mostly "work to benefit their clients, not to arrive at truth".



Lies, Lies, and More Lies

- The average person is lied to about 200 times each day (If you work directly with inmates, wards, or parolees, what do you figure the number is?)
- Most people lie to others once or twice a day and deceive about 30 people per week.
- The average is 7 times per hour if you count all the times people lie to themselves.
- We lie in 30% to 38% of all our interactions.
- College students lie in 50% of conversations with their mothers.

Census web site and the Bureau of Labor Statistics



Gotcha!

These job seekers thought they were being sneaky... until they were caught red-handed:

- ❑ One lower-level janitorial job candidate's résumé stated he was part of the maintenance crew for the Illinois Department of Corrections. When the interviewer ran a background check, he discovered the candidate had left out one crucial detail: He was an inmate.
- ❑ When a woman applying to a startup company fibbed about being a marketing VP at U.S. Robotics, she got really, really unlucky. Human resources leadership veteran Liz Ryan was helping the startup screen candidates -- and she happened know all of the leadership at U.S. Robotics because she was currently their HR executive.



Behavioral Interviewing

- The primary focus is on identifying candidate **behaviors** that are indicative of job performance in specific competency areas.
 - ❑ Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
 - ❑ Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
 - ❑ Give me a specific example of a time when you used good judgment and logic in solving a problem.



Interview Role Play

- Pick a card
 - High card is first supervisor
 - Middle card is first interviewee
 - Low card is first observer
 - If two or three draw the same value, figure it out for yourselves
- Decide on a position to interview for
- Role play the interview while the observer takes notes
- The observer critiques the interviewer
- Rotate so everyone plays all three roles



Please Be Able to Answer These Questions



- Who are we?
- What do we do?
- Why are we here?
- What kind of agency are we?
- What kind of agency do we want to become?
- What kind of agency must we become?



Legal Considerations of Recruiting ⁽¹⁾

- Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits employment discrimination based on race, color, religion, sex, or national origin;
- The Equal Pay Act of 1963 (EPA), which protects men and women who perform substantially equal work in the same establishment from sex-based wage discrimination;



Legal Considerations of Recruiting ⁽²⁾

- The Age Discrimination in Employment Act of 1967 (ADEA), which protects individuals who are 40 years of age or older;
- Title I and Title V of the Americans with Disabilities Act of 1990 (ADA), which prohibit employment discrimination against qualified individuals with disabilities in the private sector, and in state and local governments;



Legal Considerations of Recruiting ⁽³⁾

- Sections 501 and 505 of the Rehabilitation Act of 1973, which prohibit discrimination against qualified individuals with disabilities who work in the federal government; and
- The Civil Rights Act of 1991, which, among other things, provides monetary damages in cases of intentional employment discrimination.



Legal Considerations OF Recruiting (4)

- **Americans With Disabilities Act (ADA) of 1990.**
This applies to employers with 15 or more employees. The act requires employers to extend equal employment opportunities to people regardless of disability, including pregnancy. Employers must make reasonable accommodations to interview prospective employees who are disabled and to participate in an interactive process regarding their need for accommodation once they are hired.



Disability Is in the Eye of the Beholder

- **Disability Is In The Eye of the Beholder: Court Of Appeal Mandates Employer Accommodation Of Employees "Regarded As" Disabled**
- The California Fair Employment and Housing Act ("FEHA") requires employers to engage in an interactive process to determine whether reasonable accommodation can be made to allow employees with known disabilities to perform the essential functions of their jobs.

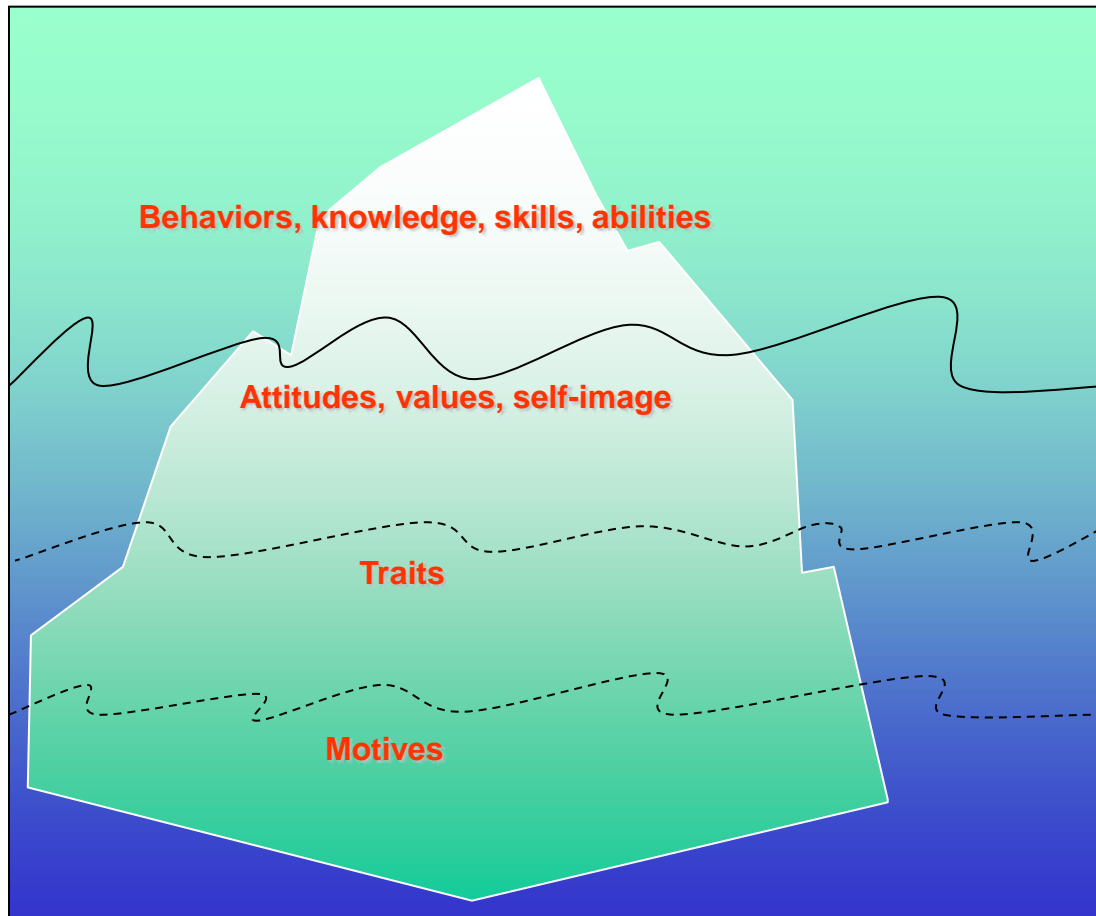


Disability Case Study

- In *Charles Gelfo v. Lockheed Martin Corporation*, the California Court of Appeal held that an employer must engage in an informal interactive process with, and make reasonable accommodation for, an employee or applicant who is "regarded as" being physically disabled, even though the individual may not actually be physically disabled.



The Selection Process: Focus on Competencies



Employee Retention Strategies

- Step One: Hire Right!
- Step Two: Encourage and develop
- Step Three: Manage well



Top 10 Reasons Why Employees Leave

1. One person has to do the work of two or three
2. Cutting back on administrative help
3. Freezes on raises and promotions
4. People not empowered to make decisions
5. Frequent reorganization
6. Unclear goals and decisions
7. Favoritism
8. Relocation that forces people to move or commute
9. Promoting people who don't have the training or experience
10. Management says one thing ("Teamwork! Mutual support!") and does another ("Dog eat dog. You're on your own.")



Wrap Up

- Were the course objectives met?
- Were your goals met?
- Follow up action items
- Please complete the posttest and the class evaluation form

